Human Resources Management and WCO Approach to People Development

WCO Knowledge Academy
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Structure of the presentation:

1. Roles of HRM in an organization

2. Competency-based approach for HRM

3. WCO Tools and Instruments
1. Roles of HRM in an organization

Definition of HRM:

“Human Resource Management is about people. It is about guiding employees in such a way that they are willing and able to use and develop their knowledge, skills, abilities and focus in the best possible way to serve the goals of the Customs administration”.
1. Roles of HRM in an organization

The SEVEN-S model (McKinsey): an Organization is not just STRUCTURE, but is made of 7 elements.

3 are HARD elements (STRUCTURE, STRATEGY, SYSTEMS) practical and easily identifiable.

4 are SOFT elements (SKILLS, STAFF, STYLE, SHARED VALUES) less easily discerned and less tangible.
1. Roles of HRM in an organization

The 4 HR roles described in Ulrich model:

- **Strategic Partner**
  - Management of Strategic Human Resources

- **Change Agent**
  - Management of Transformation and Change

- **Administrative Partner**
  - Management of Firm Infrastructure

- **Employee Champion**
  - Management of Employee Contribution
2. Competency-based approach for HRM

Competency: “A competency is often defined as an integrated set of knowledge, abilities and aptitudes needed to successfully perform an action or a work activity. The competency can be translated into an observable and measurable behavior needed to perform a task with a pre-established level of performance”.

Knowledge × Abilities × Aptitudes = Competency
2. Competency-based approach for HRM
3. WCO Tools and Instruments:

PICARD

FPPOCP

PDDT

Guide to implementing competency-based HRM

Click!

Available on

VCOA

WCO Academy
Background

**Partnership In Customs Academic Research and Development**

Formal recognition process for evaluation of Curriculum set up

- 2006
- 2008
- 2009
- 2006-2017

Professional Standards (PS) published

12 conferences held
Two pillars:

- Picard
  - Research
  - Professionalism
    - Professional Standards
    - FPPCP
    - Academia
    - Recognition of Curricula

- Constant Dynamic Dialogue
- Annual Conferences
Governance of PICARD Programme:
WCO Picard Advisory Group (PAG), includes reps from Academia

- Provide advice on WCO Professional Standards
- Cooperate in the recognition process of University Customs Curricula
- Follow-up on issues of relevance to the PICARD Programme that arise.
Professional Standards

Developed in partnership with INCU
3 main purposes:

- Benchmark for customs recruitment;
- Benchmark for in-house training measurement;
- Standards for academic development.

6 languages AR - EN - ES - FR - PT - RU
Professional Standards – Focus areas

Strategic Manager/Leader

- Knowledge requirements
- Skill requirements
- Behavioural requirements

Operational Manager/Leader

- Knowledge requirements
- Skill requirements
- Behavioural requirements
Recognition of University Customs Curricula:

Formal application to WCO Secretariat → Academic Assessment Group (AAG) → Member Assessment Group (MAG) → Final decision by WCO Secretariat
Recognition of University Customs Curricula:

Some figures so far: 20 Recognized Curricula in 10 Universities
Framework of Principles and Practices of Customs Professionalism

Aims to be a reference tool for Human Resources in Customs to ensure the Human Resources strategy fits the Customs Strategic and Operational Needs.

The Framework consists of 5 chapters:

- Strategic Principles on HR Management
- Strategic Organization Design and Job Profiling
- Recruitment Processes
- Customs Competency-Based Training Guidelines
- Customs Career Path Development
The People Development Diagnostics Tool (PDDT) supports WCO Secretariat’s missions and the Administrations for a self-evaluation.

Two core principles:

1) Strategic alignment
2) Operational coherence

WCO People Development Value Chain
People Development Tools (PDDT): structure

The tool comprises different documents and elements which are used in a well-defined sequence to support the administration benefiting from the HR diagnostic:

1: Preliminary Form

2: Diagnostic Questionnaire

3: Value Creation Matrix
Diagnostic questionnaire: Users

Group 1: Members of HR modernization Project Team

Group 2: HR Diagnosticians (on Mission)

Group 3: Members of HR modernization Project Team (after the Diagnostic Mission)
Specific objective of the diagnostic mission:

1. to initiate and/or strengthen the mechanisms for cooperation and engagement with competency-based HR reform between management, HR teams, operational managers, staff and their representatives,

2. to secure the adoption of a permanent HRM reform methodology
Expected Results the diagnostic mission:

- identify the HR processes and integrate them within a clear strategy
- facilitate appropriation of HR methods and tools
- help to optimise the potential of the Customs
- develop the organizational value concept
- foster increased confidence between the organization and its staff
- increase institutional flexibility and workforce performance.
Diagnostic Sequence:

Preparatory stage
- Familiarization with competence-based approach and concepts
- Integrated process: Change management, Level I

Mission
- Integration and implementation of WCO concepts and approach
- Linear analysis of national strategy and processes

Articulation stage
- Identification of priorities
- Proposal and validation of an action plan
- Integrated process: Change management, Level III

Preparation
- Official request
- Identification project team & official mandate
- Reference documents Form

Customs
- Professionalism Framework
- Pre-learning
- Self-assessment questionnaire completed by HR and their clients

Mission
- Competency transfer
- Consolidated questionnaire
- Interviews

Articulation
- Recommendations
- Action Plan
- Integrated HR strategy
Diagnostic and Modernization Processes

- Official request
- Setting up the project team
- Form for assembling reference documents
- e-learning – HRM intro
- Self-assessment
- Transfer of HRM competencies
- Interviews/Diagnostic
- Finalization – Validation
- Action Plan Level I
- SHRM workshop
- Action Plan Level II
AIM: supporting Members' efforts in the area of HRM modernization with practical guidance

STRUCTURE: three SECTIONS

Section 1: Importance of a competency-based HRM system

Section 2: Roadmap to establishing a competency-based HRM system

Section 3: Practical guidance on developing competency-based HRM policies, processes and tools.
- the dotation process (staff planning, recruitment and integration);
- the training and competency development process;
- the performance management process;
- the rotation and career management process.
CONCLUSIONS: competency-based human resource management must be embedded at all levels of the organizational culture.
Thanks for the attention!
Any questions?

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